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# Lebanon Water and Wastewater Sector Support Performance Management Plan

April, 2014

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# Lebanon Water and Wastewater Sector Support Program ( LWWSS)

## Performance Management Plan

April, 2014

USAID Contract EPP-I-00-04-00023-00/04

### DISCLAIMER

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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## ABBREVIATIONS AND ACRONYMS

ACWUA	Arab Countries Water Utilities Association
AFD	French Development Assistance
ADS	Automated Directives system of USAID
BMLWE	Beirut and Mount Lebanon Water Establishment
BWE	Beka'a Water Establishment
CDM	Camp, Dresser and McKee Engineering ( CDM Smith)
CDR	Council for Development and Reconstruction
CIP	Capital Improvement Plan
CSR	Customer Service Representative
DG	Director General
COP	Chief of Party
COR	Contract Officer Representative
DAI	Development Alternatives Inc.
DCOP	Deputy Chief of Party
EIB	European Investment Bank
EU	European Union
GIS	Geographical Information System
GOL	Government of Lebanon
GIZ	German Technical Assistance
HPIP	High Priority Intervention Program
HR	Human Resources
IRG	International Resource Group
ISO	International Standards Organization
IT	Information Technology
IAR	Initial Assessment Report
KPI	Key Performance Indicator
LWWSS	Lebanon Water and Wastewater Sector Support
LLP	Lebanese Pounds
MMS	Maintenance Management System
MOEW	Ministry of Energy and Water
MOF	Ministry of Finance
MOTGE	EU IT Assistance Program
MSI	Management Systems International
NLWE	North Lebanon Water Establishment
NRW	Non-revenue Water
O&M	Operations and Maintenance
OIG	Office of the Inspector General
PMPL	Performance Management Plan Lebanon
PPP	Public Private Partnership
PSP	Private Sector Participation
SCADA	System Control and Data Acquisition
SLWE	South Lebanon Water Establishment
TA	Technical Assistance
TOR	Terms of Reference
USAID	United States Agency for International Development
USD	United States Dollars
WE	Water Establishment

## **LEBANON WATER AND WASTEWATER SECTOR SUPPORT (LWWSS) - PERFORMANCE MANAGEMENT PLAN**

### **A- Introduction**

The Lebanon Water and Wastewater Sector Support (LWWSS) Program is a \$34 million, 67-month (October 2009 - April 2015) program funded by USAID and implemented by Development Alternatives, Inc. (DAI). LWWSS provides technical assistance and related services to impact USAID/Lebanon's Assistance Objective (AO) 4 - "Improved water services for all in Lebanon" - and the corresponding Intermediate Results (IRs) - More efficient management of water resources, improved water infrastructure, and enhanced water governance.

LWWSS works in cooperation with the Ministry of Energy and Water (MOEW) to assist Lebanon's four Water Establishments (WEs) in order to achieve the USAID's Intermediate Results and ultimately the Assistance Objective. The LWWSS Program aims to help Lebanon's WEs overcome the many challenges they face, including staff shortages and an aging workforce, poor customer relations, low tariffs that fail to recover operating costs, lack of metering, excessive non-revenue water, and underinvestment in the water and wastewater infrastructure.

The areas of focus that LWWSS targets in working with the WEs include:

- Building management capacity within the WEs;
- Increasing financial management capacity and financial systems integration;
- Procuring equipment to complement technical assistance and capacity building;
- Business planning to increase capital planning and benchmarking capacity;
- Funding urgent infrastructure works to enhance delivery or access and coverage;
- Developing a corporate culture, customer service orientation and public outreach programs.

Two audits took place in Year 4, one by the project , Performance Management Plan for Lebanon (PMPL) implemented by Social Impact and the other conducted by the Office of the Inspector General (OIG). As a result, it was recommended to adjust targets, indicator definitions, and reported results in writing to measure the results of the program more accurately. Based on these recommendations, and in collaboration with Social Impact and the LWWSS USAID COR, LWWSS updated the Year 4 PMP indicators and definitions (revised Performance Indicator Reference Sheets) in June 2013, and revised the performance indicator targets and results in November 2013. USAID approved the revised targets and results in November 2013.

It was decided that progress towards achieving LWWSS program outcomes will be measured throughout the program by tracking eight performance indicators that emerged from USAID/Lebanon's Assistance Objective 4 and the corresponding Intermediate Results. This document is the 2014 Performance Management Plan (PMP) for LWWSS that details the eight performance indicators and describes how they will be tracked and reported. This PMP is a critical tool for performance monitoring of LWWSS to allow LWWSS and USAID managers to determine whether or not the program is making progress towards its intended results.

## **B- Key Elements of the Performance Management Plan**

A PMP is a performance management tool that helps projects plan and manage the process of assessing and reporting progress towards achieving program outcomes and results. The PMP enables timely and consistent collection of comparable performance data in order to make informed program management decisions. More specifically, a PMP serves to:

- Define specific performance indicators, determine baselines, and set targets that correspond to USAID-specific Intermediate Results and Assistance Objectives;
- Plan and manage the data collection process to meet quality standards;
- Incorporate relevant data collection requirements into activities;
- Communicate expectations to partners responsible for producing the outputs intended to cause measurable changes in performance; and
- Report progress towards achieving indicators.

The LWWSS PMP includes the following required components:

### **1. Results Framework:**

The Results Framework, adopted from the USAID/Lebanon PMP, is a graphical representation that gives a succinct overview of the program strategy, including the objective and the intermediate results necessary to achieve it. The Results Framework also conveys the development hypothesis implicit in the strategy and the cause-and-effect linkages between the intermediate results and the objective. The Results Framework is located on page 8.

### **2. Performance Indicator Reference Sheets (PIRS)**

The Performance Indicator Reference Sheet is a summary resource that describes how the performance monitoring system is operationalized and ensures that all indicators are presented in a uniform format. A PIRS is

completed for each indicator collected in the performance monitoring system, with at least one indicator for each result in the Results Framework. The PIRS include all of the ADS-required information for each indicator:

- The source of the data and the method for measuring and collecting data including general estimated cost levels;
- The schedule for data collection along with the person(s) responsible;
- Known data limitations, where applicable, and a plan for data quality assessments; and
- Baseline and targeted values.

### 3. Performance Data Tables

These tables are complementary to the PMP document and include baselines and targeted values for each Assistance Objective (AO) and Intermediate Result (IR) level indicator. As part of the PMP review and updating process, these tables are populated with actual values as data are collected annually.

## C- PMP Development

This PMP was originally developed out of a three-day workshop facilitated by MSI, which brought together USAID/Lebanon and implementing partner (IP) staff. Although DAI was not a part of the initial three-day workshop, the LWWSS team participated in the final meeting in terms of selection and definition of indicators.

The development of the PMP indicators took into account the 7 characteristics of good performance indicators as described in ADS 203:

- **Direct:** An indicator should closely track the result it is intended to measure. When direct indicators cannot be used because of costs or other factors, a reasonable proxy indicator may be used.
- **Objective:** Objective indicators are operationally precise and uni-dimensional. They should be unambiguous about what is being measured and what data are being collected.
- **Useful for Management:** Indicators should be useful for management purposes at relevant levels of decision making.
- **Practical:** An indicator is practical if data can be obtained in a timely way and at reasonable cost.

- **Attributable to USAID efforts:** Performance indicators should measure change that is clearly and reasonably attributable, at least in part, to the efforts of LWWSS and therefore USAID. That is, indicators should credibly reflect the actual performance of the LWWSS Scope of Work.
- **Timely:** Performance data should be available when they are needed to make decisions.
- **Adequate:** Taken as a group, a performance indicator and its companion indicators should be the minimum necessary to ensure that progress toward the given results is sufficiently captured.

## D- Managing for Results

### 1. Data Quality Assurance

According to the ADS 203, to be useful in managing for results and credible for reporting, performance data must meet five data quality standards:

- Validity
- Integrity
- Precision
- Reliability
- Timeliness

Data quality is first ensured during the development of the PMP in the context of identifying indicators (see Section C for more details) and any data quality issues may be identified in the PIRS. To ensure that data quality continues to meet these standards, the ADS states that “data reported to USAID-Washington for Government Performance and Results Act (GPRA) reporting purposes or for reporting externally on Agency performance must have had a data quality assessment at some time within the three years before submission.” The purpose of a data quality assessment is to ensure that USAID Missions are “aware of the strengths and weaknesses of the data, as determined by applying the five data quality standards” and are “aware of the extent to which the data integrity can be trusted to influence management decisions.”

USAID/Lebanon has recently expanded its capacity to assure data quality of its programs by launching the Performance Management Program for Lebanon (PMPL) which is being implemented by the consulting firm, Social Impact Inc. from September 2010 – September 2014. The objective of PMPL is to design and implement a comprehensive performance measurement, planning, monitoring, evaluation, and reporting system. As part of its mission, Social Impact Inc. has conducted several data quality assessments (DQAs) on LWWSS performance indicators. USAID/Lebanon determines which assessments will be conducted and



maintains copies and results of these assessments which are used to inform LWWSS of necessary changes to be made to the measuring, tracking, and reporting of performance indicators.

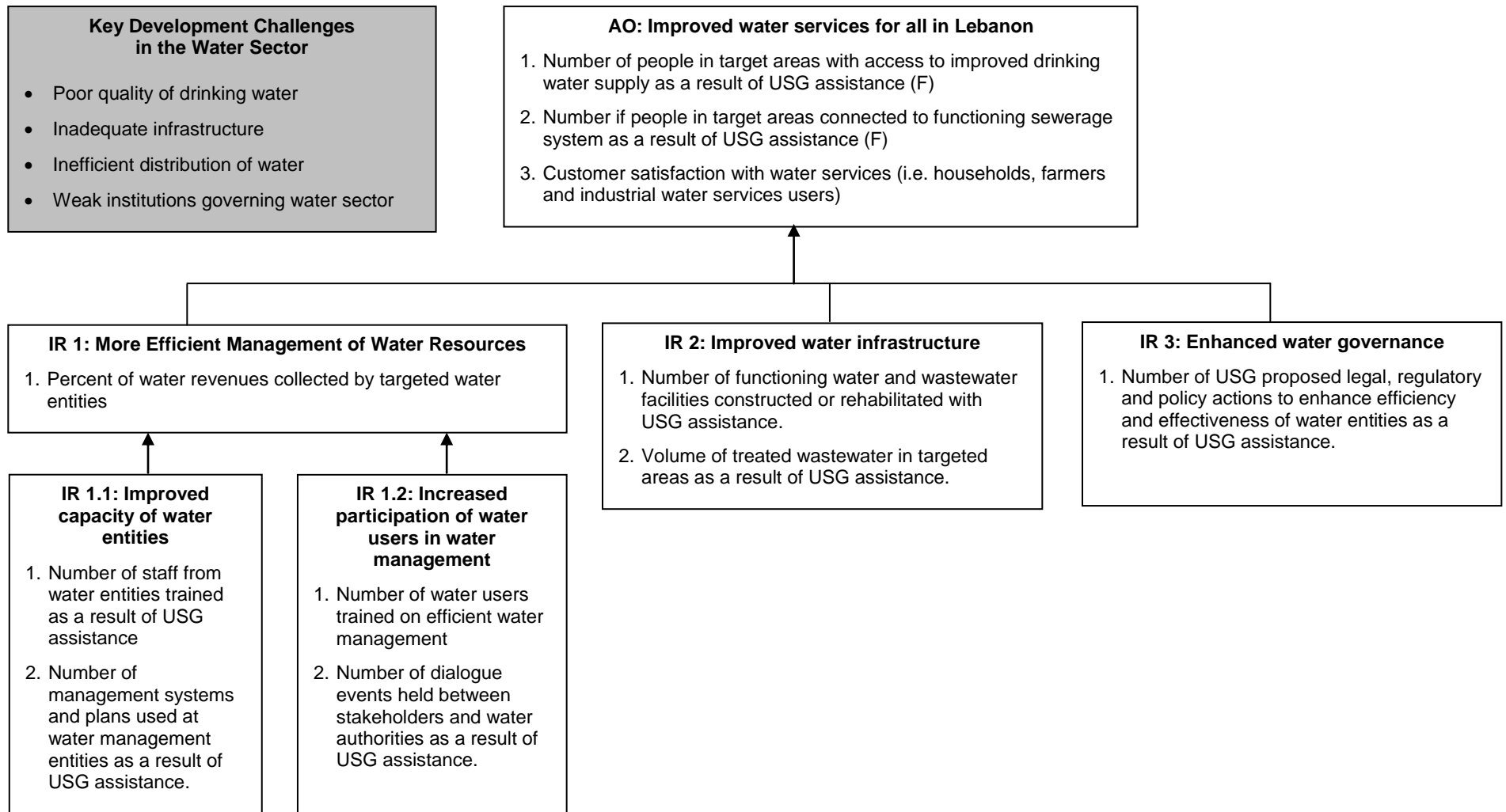
## **2. Reviewing and Updating the PMP**

As noted in the ADS and in USAID's PMP toolkit, the PMP serves as a "living" document that USAID uses to guide project performance management efforts. One of the key principles of the PMP is that it should be a useful tool for management and organizational learning and is not merely a mechanism to fulfill reporting requirements. In order to maintain relevance, the PMP must therefore be updated on a periodic basis to reflect the development and evolution of USAID's Assistance Objectives and Intermediate Results and must incorporate any changes in strategy and activities that may emerge from either USAID/Lebanon or LWWSS.

LWWSS updates the PMP annually, with changes made to the Results Framework, the PIRS, and the targets listed on the Performance Data Tables. The updated PMP emerges from on-going discussions with the USAID COR during which data are reviewed, performance is analyzed, and adjustments to the strategy or indicators are recommended. These discussions are viewed as a complementary management tool to create an effective performance management system by assessing a project's relevance, performance, efficiency, and impact—both expected and unexpected—in relation to stated objectives. Recommendations from PMPL's DQAs have also incorporated when updating the PMP. Once the LWWSS PMP is revised and updated annually, it is forwarded to the USAID COR for approval.

The PMP indicators were updated in Year Four based on the OIG audit recommendations, and as requested by the COR. It was approved in September 2013.

Assistance Objective 4: Improved Water Services For All in Lebanon  
**The LWWSS project fits within USAID-Lebanon's AO 4 Results Framework**



## E. General Project Performance Indicator Reference Sheets

### Indicator 1. Number of people receiving improved service quality from existing improved drinking water sources (F)

Performance Indicator Reference Sheet
<p><b>Assistance Objective:</b> Improved Water Services for All in Lebanon</p> <p><b>Intermediate Result:</b> n/a</p> <p><b>Program Element:</b> Water Supply and Sanitation</p> <p><b>Indicator:</b> Number of people in target areas receiving improved service quality as a result of USG assistance (F)</p>
DESCRIPTION
<p><b>Precise Definition(s):</b> A person is counted for this indicator when: • They currently use as their main source an “improved drinking water source”, i.e., piped water into dwelling, plot, or yard; public tap/standpipe; tube well/borehole; protected dug well; protected spring; or rainwater collection; but, • The quality of “service” they receive from that source or an alternative improved drinking water source is further “improved” as a result of USG assistance in terms of its ease of access, reliability, and/or affordability. Specifically, “improved service quality” is defined as being achieved if: • The ease of access measure, time taken to fetch water from an improved source, is reduced to less than 30 minutes; • The reliability of supply improves such that the person’s main source is available regularly, i.e. there is no regular rationing of supply or regular seasonal failure of their improved source; and/or, • The affordability of their improved drinking water source improves such that the average price they pay for water is no higher than two times the average water tariff for piped water into the dwelling in their country (this particular measure recognizes the fact that many of the urban poor pay 2-10 times the price for public tap stand ).</p> <p>What is being counted are the beneficiaries of the following activities:</p> <ul style="list-style-type: none"> <li>• The upgrade or development of Management Systems at the water establishments, since these enhance the quality of the services provided by the WE to its subscribers in terms of efficiency. These activities include: <ul style="list-style-type: none"> <li>- Management Information Systems;</li> <li>- Business Plans;</li> <li>- Customer Service Management plans;</li> <li>- Stock Management;</li> <li>- Financial Management and data reform;</li> <li>- Internal Audit systems;</li> <li>- Cost Tariff Systems;</li> <li>- Budgeting systems;</li> <li>- Master Plans;</li> <li>- Website</li> </ul> </li> <li>• The Infrastructure and laboratory rehabilitation/upgrade including training of WE staff on skills needed to operate new equipment, contributing to better access to quality water. These include: <ul style="list-style-type: none"> <li>- Pump Station Rehabilitation;</li> <li>- PS Operations and Maintenance training;</li> <li>- Chlorination Systems installation;</li> <li>- Lab equipment provision and Lab upgrade;</li> <li>- Network rehabilitation;</li> <li>- Network maintenance training;</li> <li>- Source metering;</li> <li>- Generators upgrade.</li> </ul> </li> </ul> <p><b>Unit of Measure:</b> Number of people.</p> <p><b>Disaggregated by:</b> Gender</p> <p><b>Justification/Management Utility:</b> This indicator attempts to measure the number of people receiving improved water service in addition to those receiving the service for the first time. For example, the capacity to pump water for more than a few hours a day can be a marked increase in the access to water. Additionally, improving the network operations by reducing water loss through reduction of pressure, leaks, and pumping efficiency.</p>
PLAN FOR DATA ACQUISITION BY USAID
<p><b>Data Collection Method:</b> LWWSS will collect the information from several sources and methods such as WE records, project records, and other reliable data sources such as census data</p> <p><b>Method of Acquisition by LWWSS:</b> WE records, project records, direct interviews</p> <p><b>Data Source(s):</b> WE records, project records, and other reliable data sources such as census data and other national records that have been verified as accurate</p> <p><b>Frequency/Timing of Data Acquisition:</b> Annually.</p> <p><b>Estimated Cost of Data Acquisition:</b> Low, relying on beneficiary/customer documents from WEs and project records</p> <p><b>Responsible Individual(s):</b> Chief of Party, Monitoring &amp; Evaluation Specialist, Project Engineer, and Finance Specialist</p>

DATA QUALITY ISSUES
<p><b>Date of Initial Data Quality Assessment:</b> None</p> <p><b>Known Data Limitations and Significance (if any):</b> As collected from secondary data, data quality may be unclear or contain errors</p> <p><b>Actions Taken or Planned to Address Data Limitations:</b> LWWSS will review beneficiary/customer data collection procedures used by WEs to determine quality.</p> <p><b>Date of Future Data Quality Assessments:</b> As per USAID request (conducted by USAID subcontractor)</p> <p><b>Procedures for Future Data Quality Assessments:</b> N/A</p>
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
<p><b>Data Analysis:</b> Data will be aggregated across all targeted water establishments.</p> <p><b>Presentation of Data:</b> Summary table to show increase over time.</p> <p><b>Review of Data:</b> Monitoring &amp; Evaluation Specialist will compile and review data supplied by the Project Engineer and the Finance Specialist on a quarterly basis</p> <p><b>Reporting of Data:</b> Annual Performance Report data tables (included in Fourth Quarter reports)</p>
OTHER NOTES
<p><b>Notes on Baselines/Targets:</b> The baseline for LWWSS for this indicator is zero. Numbers for the end of years one through six will reflect LWWSS impact or progress made. As stated above, data for reporting progress will be based on WE records, project records, and other data sources such as the census.</p> <p><b>Location of Data Storage:</b> Digital and hard copies of reports maintained at LWWSS and DAI records keeping systems.</p>
<p>THIS SHEET LAST UPDATED ON: 07/07/2014</p> <p>To avoid version control problems, enter the date of most recent revision to the reference sheet.</p>

## Indicator 2. Percent of Revenues Collected in Target Water Entities

Performance Indicator Reference Sheet
<p><b>Assistance Objective:</b> Increased water services for all in Lebanon.</p> <p><b>Intermediate Result:</b> 1. More efficient water management.</p> <p><b>Program Element:</b> Custom Indicator</p> <p><b>Indicator:</b> Percent of water revenues collected by target water entities</p>
DESCRIPTION
<p><b>Precise Definition(s):</b> The tariff collection rate for the provision of water service is an accurate and quick method for determining the utility's financial health and ability to continue to provide quality service. The tariff collection rate for a specific water establishment can be compared with other utilities as well as itself over time. Tariff collection falls into three categories, collection that allows the water establishment to meet its operations and maintenance costs (break-even); collection that allows the water establishment to meet its operations, maintenance and new capital costs (full cost recovery) and those that do not meet either and need a subsidy from the Government of Lebanon. Therefore, the tariff collection ratio will provide a road sign of progress along the way to full cost recovery. The revenue collection ratio is obtained by dividing the total revenue received by total billing for the water service.</p> <p>An improved revenue collection is indicative of improved collection methods, improved customer relations as well as an integrated information system that allows for accrual accounting and immediate and full response to customer inquiries, requests for service or issues with billing.</p> <p><b>Unit of Measure:</b> Percent.</p> <p><b>Disaggregated by:</b> None</p> <p><b>Justification/Management Utility:</b> This indicator demonstrates not only improved water billing and payment by water users which leads to increased efficiency and resources available to the water entities, but also reductions in water leakages and illegal connections.</p>
PLAN FOR DATA ACQUISITION BY USAID
<p><b>Data Collection Method:</b> Water establishment will share relevant financial records with LWWSS.</p> <p><b>Method of Acquisition by LWWSS:</b> LWWSS will collect the information by email/ on site/ will review the records...</p> <p><b>Data Source(s):</b> Water establishment billing and collection departments.</p> <p><b>Frequency/Timing of Data Acquisition:</b> Annual</p> <p><b>Estimated Cost of Data Acquisition:</b> Low, as data will be collected directly from water utilities</p> <p><b>Responsible Individual(s):</b> LWWSS Chief of Party and Finance Specialist</p>
DATA QUALITY ISSUES
<p><b>Date of Initial Data Quality Assessment:</b> None</p> <p><b>Known Data Limitations and Significance (if any):</b> Possible errors in reporting collection rate. Also, this indicator does not account for the total volume of water produced because relevant data is not available due to absence of regular and reliable source metering.</p> <p><b>Actions Taken or Planned to Address Data Limitations:</b> Increased cross-checking of WE data.</p> <p><b>Date of Future Data Quality Assessments:</b> As per USAID request (conducted by USAID subcontractor)</p> <p><b>Procedures for Future Data Quality Assessments:</b> N/A</p>
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
<p><b>Data Analysis:</b> LWWSS will analyze revenue collection data on a year-to-year basis and report on the improvement of collections or why collections have not improved</p> <p><b>Presentation of Data:</b> Table demonstrating water revenue collection over time</p> <p><b>Review of Data:</b> LWWSS Finance Specialist will review the data and report results on an annual basis</p> <p><b>Reporting of Data:</b> These figures are not available until the end of the second quarter because the WE fiscal year ends on December 31<sup>st</sup>. In the subsequent second quarter report, LWWSS will be able to report this metric, as well as reporting it in the subsequent year's Annual Performance Report data tables.</p>
OTHER NOTES
<p><b>Notes on Baselines/Targets:</b> The baseline is the average from all four water establishments. The assumption in this reported indicator is that the water establishment revenue collection is accurately recorded and reported.</p> <p><b>Location of Data Storage:</b> Digital data will be stored in the LWWSS Offices</p> <p><b>Other Notes:</b> Revenue collection will also be kept on a water establishment basis so as to monitor specific progress of water establishment and LWWSS program impact on collections.</p>
<p>THIS SHEET LAST UPDATED ON: 14/6/2013</p> <p>To avoid version control problems, enter the date of most recent revision to the reference sheet.</p>

### Indicator 3. Number of Training Activities as a Result of USG Assistance

Performance Indicator Reference Sheet
<b>Assistance Objective:</b> Increased water services for all in Lebanon. <b>Intermediate Result:</b> 1. More efficient water management. <b>Sub-Intermediate Result:</b> 1.1 Improved capacity of water entities. <b>Program Element:</b> Custom Indicator <b>Indicator:</b> Number of training activities provided to staff of water establishments as a result of USG assistance
DESCRIPTION
<b>Precise Definition(s):</b> A training activity is any training whether it be on-site or classroom or other setting, that allows water establishment personnel to learn to better operate systems, equipment and business processes (such as, customer orientation training). Training activities fall under the following categories: - Management systems / business processes - O&M and equipment training - Study tours - Water quality management Some systems will be complex and be broken down into separate modules. These modules will be counted as one training unit each. For example, the Enterprise Resource Planning information system has twelve separate modules on twelve separate subjects, each a stand alone in its own right. Each module will be counted as one training. Study tours and conferences will also count as a training event and be counted as one training per study tour or conference. Moreover, sessions of a training activity that address a single major topic are considered as one activity when they target different staff within the same WE. However, training activities that address a single major topic but target different WEs are considered as separate training activities. <b>Unit of Measure:</b> Number of training activities <b>Disaggregated by:</b> WE <b>Justification/Management Utility:</b> This indicator demonstrates capacity-building activities provided to water managers, staff, and operators to enable more efficient use of water resources
PLAN FOR DATA ACQUISITION BY USAID
<b>Data Collection Method:</b> LWWSS will collect data from project and training provider files <b>Method of Acquisition by LWWSS:</b> Direct project records or records provided by contracted training entities. <b>Data Source(s):</b> Project records <b>Frequency/Timing of Data Acquisition:</b> Semi-Annually <b>Estimated Cost of Data Acquisition:</b> Low <b>Responsible Individual(s):</b> LWWSS Chief of Party and Capacity Building Specialist
DATA QUALITY ISSUES
<b>Date of Initial Data Quality Assessment:</b> None <b>Known Data Limitations and Significance (if any):</b> None <b>Actions Taken or Planned to Address Data Limitations:</b> None <b>Date of Future Data Quality Assessments:</b> As per USAID request (conducted by USAID subcontractor) <b>Procedures for Future Data Quality Assessments:</b> N/A
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
<b>Data Analysis:</b> LWWSS analysis of training activities' impact on performance <b>Presentation of Data:</b> Table enumerating training activities <b>Review of Data:</b> LWWSS Capacity Building Specialist and Monitoring & Evaluation Specialist will conduct review on a quarterly basis <b>Reporting of Data:</b> Annual Performance Report data tables (included in Fourth Quarter reports)
OTHER NOTES
<b>Notes on Baselines/Targets:</b> The baseline is zero. The anticipated targets for each year are based on the annual training plan. <b>Location of Data Storage:</b> Digital and hard copies maintained in LWWSS offices.
THIS SHEET LAST UPDATED ON: 14/6/2013 <b>To avoid version control problems, enter the date of most recent revision to the reference sheet.</b>

## Indicator 4. Number of WE Staff Trained as a Result of USG Assistance

Performance Indicator Reference Sheet
<b>Assistance Objective:</b> Increased water services for all in Lebanon. <b>Intermediate Result:</b> 1. More efficient water management. <b>Sub-Intermediate Result:</b> 1.1 Improved capacity of water entities. <b>Program Element:</b> Custom Indicator <b>Indicator:</b> Number of water establishment and MOEW staff trained as a result of USG assistance
DESCRIPTION
<b>Precise Definition(s):</b> Improved capacity of water establishments results from staff being trained in the classroom, on-site, or on study tours, conferences and workshops within the region. Training can include individuals from the water establishments and long-term contractor staff as long as the non-water establishment employee is on the list of persons to become full-time, permanent employees rather than private subcontractor employees. Staff counted as trained are those who have successfully participated in the training sub-modules required within their scope of work. Successful participation is determined by an evaluation of course work by the training provider, based on which the participants receive certificates corresponding to the modules they completed. Moreover, participants will only be counted once in terms of training. For example, if a water establishment employee is trained on computer use and then later trained on accounting, for number of employees trained the employee would only be counted once for both activities. <b>Unit of Measure:</b> Number of WE staff participating in training <b>Disaggregated by:</b> Gender <b>Justification/Management Utility:</b> This indicator demonstrates capacity-building activities provided to water managers, staff, and operators to enable more efficient use of water resources
PLAN FOR DATA ACQUISITION BY USAID
<b>Data Collection Method:</b> LWWSS will collect data on training and record those in TRAINET <b>Method of Acquisition by LWWSS:</b> Direct project records or records provided by contracted training entities. <b>Data Source(s):</b> Attendance forms <b>Frequency/Timing of Data Acquisition:</b> Semi-Annually <b>Estimated Cost of Data Acquisition:</b> Low <b>Responsible Individual(s):</b> LWWSS Chief of Party and Utility Capacity Building Specialist
DATA QUALITY ISSUES
<b>Date of Initial Data Quality Assessment:</b> None <b>Known Data Limitations and Significance (if any):</b> None <b>Actions Taken or Planned to Address Data Limitations:</b> None <b>Date of Future Data Quality Assessments:</b> As per USAID request (conducted by USAID subcontractor) <b>Procedures for Future Data Quality Assessments:</b> N/A
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
<b>Data Analysis:</b> LWWSS analysis of and monitoring of trainee performance in follow up site visits and practical application exercises. <b>Presentation of Data:</b> Table demonstrating number of men and women trained over time <b>Review of Data:</b> LWWSS Capacity Building Specialist and Monitoring & Evaluation Specialist will conduct review on a quarterly basis <b>Reporting of Data:</b> Annual Performance Report data tables (included in Fourth Quarter reports)
OTHER NOTES
<b>Notes on Baselines/Targets:</b> The baseline is zero. The anticipated targets each year are based on water establishment personnel being available for training. <b>Location of Data Storage:</b> Digital and hard copies maintained in LWWSS offices.
THIS SHEET LAST UPDATED ON: 14/6/2013 <b>To avoid version control problems, enter the date of most recent revision to the reference sheet.</b>

## Indicator 5. Number of Management Systems and Plans Used at Water Management Entities as a Result of USG Assistance

Performance Indicator Reference Sheet
<p><b>Assistance Objective:</b> Increased water services for all in Lebanon.</p> <p><b>Intermediate Result:</b> 1. More efficient water management.</p> <p><b>Sub-Intermediate Result:</b> 1.1 Improved capacity of water entities.</p> <p><b>Program Element:</b> Custom Indicator</p> <p><b>Indicator:</b> Number of management systems and plans used at water management entities as a result of USG assistance.</p>
DESCRIPTION
<p><b>Precise Definition(s):</b> The improved capacity of the water establishment includes implementation and training on modern administrative and management systems and plans that lead to improved management and operations capacity. For example, the development, training and implementation of the business plan incorporates best planning and management practices in one document while at the same time teaching the water establishment staff on why, how and when to carry out and update the business plan.</p> <p>The Enterprise Resource Planning (ERP) system developed by EDM comprises 10 modules crucial to enterprise planning and management. It is a proven system. Each module supports execution of the business plan by providing senior and mid-level management with the information they need to make informed decisions about the operations of the enterprise. For example, procurement is one module, payroll another and financial management a third module. For this indicator each module implemented in a WE is counted as a separate system. The rationale for this is that the WE are not equal in their capacity to implement all the ERP modules. The systems to be counted are listed below with the target number for that system shown in brackets.</p> <p>The systems and plans counted are:</p> <ul style="list-style-type: none"> <li>- Finance integration strategy/assessment (1)</li> <li>- MIS strategy (1)</li> <li>- Business plans (2)</li> <li>- Customer service action plan (1)</li> <li>- Stock management plan (1)</li> <li>- <b>ERP: functional technical requirements (3); Finance system (3); Budgeting module (3); HR system (3); Inventory system (3); Payroll system (3); Purchasing system (3); SharePoint system (3); Billing and Collection system (3); Customer Relationship Management system (3); Document Registry (3).</b></li> <li>- Brand identity Guidelines (1)</li> <li>- Water Quality Management Plan (1)</li> <li>- Water demand management (Source metering plan)(1)</li> <li>- Internal audit manual (1)</li> <li>- Budget Manual (1)</li> <li>- Cost tariff system (1)</li> <li>- Master Plan (1)</li> <li>- Website</li> </ul> <p>A management system or plan is counted each time it is implemented, and implementation and continued use is verified by LWWSS staff. Another verification is that reports are generated by the plan. Furthermore, a management system or plan is counted each time it is implemented/used by a WE, i.e., the same ERP module used in two different WEs would count as two.</p> <p><b>Unit of Measure:</b> Number of plans and systems.</p> <p><b>Disaggregated by:</b> WE</p> <p><b>Justification/Management Utility:</b> This indicator demonstrates the preparation and implementation of essential capacity building tools provided or strengthened by USG assistance to build capacity of water entities for more efficient water management.</p>
PLAN FOR DATA ACQUISITION BY USAID
<p><b>Data Collection Method:</b> : LWWSS team will review the project records and check on site the use/implementation of these systems.</p> <p><b>Method of Acquisition:</b> LWWSS will collect this data from the sources mentioned above.</p> <p><b>Data Source(s):</b> Project files, water establishment files and subcontractor files</p> <p><b>Frequency/Timing of Data Acquisition:</b> Semi-annual</p> <p><b>Estimated Cost of Data Acquisition:</b> Low, data will be collected in the course of program implementation and monitoring</p> <p><b>Responsible Individual(s):</b> LWWSS Chief of Party and Monitoring &amp; Evaluation Specialist</p>
DATA QUALITY ISSUES
<p><b>Date of Initial Data Quality Assessment:</b> None</p> <p><b>Known Data Limitations and Significance (if any):</b> None</p> <p><b>Actions Taken or Planned to Address Data Limitations:</b> None</p> <p><b>Date of Future Data Quality Assessments:</b> As per USAID request (conducted by USAID subcontractor)</p>



<b>Procedures for Future Data Quality Assessments:</b> N/A
<b>PLAN FOR DATA ANALYSIS, REVIEW, &amp; REPORTING</b>
<b>Data Analysis:</b> LWWSS Staff will analyze indicator progress as measured against the annual work plan and baseline <b>Presentation of Data:</b> Table demonstrating number of plans and systems over time <b>Review of Data:</b> LWWSS Program Manager and Monitoring & Evaluation Specialist will conduct review on a quarterly basis <b>Reporting of Data:</b> Annual Performance Report data tables (included in Fourth Quarter reports)
<b>OTHER NOTES</b>
<b>Notes on Baselines/Targets:</b> Targets are set each year as part of the annual work plan based on the demand-driven approach to water establishment needs. <b>Location of Data Storage:</b> Digital and hard copies maintained by LWWSS. <b>Other Notes:</b> Management systems vary from WE to WE and tracking progress may be further broken down to the WE level.
<p style="text-align: center;">THIS SHEET LAST UPDATED ON: 07/07/2014</p> <p style="text-align: center;"><b>To avoid version control problems, enter the date of most recent revision to the reference sheet.</b></p>

## Indicator 6. Number of Water Users receiving guidance on efficient water use

Performance Indicator Reference Sheet
<b>Assistance Objective:</b> Increased water services for all in Lebanon. <b>Intermediate Result:</b> 1. More efficient water management. <b>Sub-Intermediate Result:</b> 1.2 Increased participation of water users in water management. <b>Program Element:</b> Custom Indicator <b>Indicator:</b> Number of water users receiving guidance on efficient water use
DESCRIPTION
<b>Precise Definition(s):</b> Increased participation of water users in water management may take many forms starting with communication of what water management is doing to conserve water. The primary vehicles to improve the water users voice in water supply matters is to inform, communicate and respond to consumer requests for information and services in a timely fashion. To accomplish this increased mutual interface, selected water establishments will be assisted in improvements to their customer service centers and customer service awareness. Additionally, media campaigns telling water users where to go for information and help, round out the increased communication. <b>Unit of Measure:</b> Number of individuals <b>Disaggregated by:</b> Gender <b>Justification/Management Utility:</b> This indicator demonstrates capacity-building activities provided to water users to enable more efficient use of water resources
PLAN FOR DATA ACQUISITION BY USAID
<b>Data Collection Method:</b> LWWSS will collect data from project files, WE files, and local subcontractor files <b>Method of Acquisition by LWWSS:</b> Direct records from project files <b>Data Source(s):</b> Attendance forms, record of publications, PSA announcements, public forums, multi-media events estimates of audience <b>Frequency/Timing of Data Acquisition:</b> Semi-annually <b>Estimated Cost of Data Acquisition:</b> Low, project records, WE records and subcontractor records will contain this information <b>Responsible Individual(s):</b> LWWSS Chief of Party and Customer Service and Outreach Specialist
DATA QUALITY ISSUES
<b>Date of Initial Data Quality Assessment:</b> None <b>Known Data Limitations and Significance (if any):</b> Some of the outreach activities – e.g. public service announcements, customer brochures, etc. – will require estimations to be made to account for how many water users received guidance. Double counting might occur when students receive information through an event held at the school but he/she is also counted as a family member who received the information through a talk show or other outreach event. <b>Actions Taken or Planned to Address Data Limitations:</b> Review of data collection for accurateness and procedures for estimation when specific measurement cannot be made. <b>Date of Future Data Quality Assessments:</b> As per USAID request (conducted by USAID subcontractor) <b>Procedures for Future Data Quality Assessments:</b> N/A
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
<b>Data Analysis:</b> LWWSS will evaluate the effectiveness of the various communication and consumer training programs <b>Presentation of Data:</b> Table demonstrating number of men and women trained over time <b>Review of Data:</b> LWWSS Customer Service and Outreach Specialist and Monitoring & Evaluation Specialist will review the data on a quarterly basis for accurateness and completeness <b>Reporting of Data:</b> Annual Performance Report data tables (included in Fourth Quarter reports)
OTHER NOTES
<b>Notes on Baselines/Targets:</b> Baseline is zero to enable project to report consumer training and outreach programs. Collection of data on number of consumers trained is collected as various program activities are undertaken. <b>Location of Data Storage:</b> Digital and hard copies maintained by LWWSS. <b>Other Notes:</b> None
THIS SHEET LAST UPDATED ON: 14/6/2013 <b>To avoid version control problems, enter the date of most recent revision to the reference sheet.</b>

## Indicator 7. Number of Functioning Water Facilities Constructed or Rehabilitated with USG Assistance

Performance Indicator Reference Sheet
<p><b>Assistance Objective:</b> Increased water services for all in Lebanon.</p> <p><b>Intermediate Result:</b> 2. Improved water infrastructure.</p> <p><b>Program Element:</b> Custom Indicator</p> <p><b>Indicator:</b> Number of functioning water facilities constructed or rehabilitated with USG assistance.</p>
DESCRIPTION
<p><b>Precise Definition(s):</b> The definition of a facility being "something that is built, installed, or established to serve a particular purpose", an improved water infrastructure as referred to in this definition is the improvement of a system and/or its enclosure. For example, by replacing 10 kilometers of water line which have been the most problematic with leaks and breaks forcing frequent shut downs and stoppage in service, we are improving the water line system which constitutes an improvement to the water distribution facility. Other examples are replacement of non-working equipment within a larger complex of equipment and buildings. An example of this would be replacing chlorine gas control systems to improve water safety within the water treatment system. Adding essential equipment would also come under that heading where electrical generation is added to a treatment plant or critical pumping station to backstop the frequent outage of regularly supplied electricity. Another critical addition of infrastructure is the capacity to measure water production and consumption. Accordingly, source metering, household metering and zone metering are improving water distribution infrastructure and would be considered improved water facility.</p> <p>The activities counted are:</p> <ul style="list-style-type: none"> <li>- Lab rehabilitation (5 labs)</li> <li>- Pump Station enhancement/rehabilitation (Chlorinators in 14 stations + Generators in 8 pump stations + submersible pumps in 9 pump stations + complete rehabilitation of 2 pump stations)</li> <li>- Customer Service Center (1)</li> <li>- Source meters (185)</li> <li>- Zahle Network upgrade (7)</li> <li>- Bebnine Network upgrade (7)</li> </ul> <p><b>Unit of Measure:</b> Number of facilities or systems</p> <p><b>Disaggregated by:</b> Type of facility constructed or rehabilitated and type and number of equipment procured and installed</p> <p><b>Justification/Management Utility:</b> This indicator accounts for the number of water structures built/upgraded/rehabilitated/extended with USG assistance which lead directly to improved water infrastructure.</p>
PLAN FOR DATA ACQUISITION BY USAID
<p><b>Data Collection Method:</b> Review of project files and records</p> <p><b>Method of Acquisition by LWWSS:</b> Direct review of construction, rehabilitation and equipment recorded in project files</p> <p><b>Data Source(s):</b> Project records</p> <p><b>Frequency/Timing of Data Acquisition:</b> Semi-annually</p> <p><b>Estimated Cost of Data Acquisition:</b> Low, records are a part of project activity reporting</p> <p><b>Responsible Individual(s):</b> LWWSS Chief of Party, Project Engineer, and Procurement Officer</p>
DATA QUALITY ISSUES
<p><b>Date of Initial Data Quality Assessment:</b> None</p> <p><b>Known Data Limitations and Significance (if any):</b> None</p> <p><b>Actions Taken or Planned to Address Data Limitations:</b> None</p> <p><b>Date of Future Data Quality Assessments:</b> As per USAID request (conducted by USAID subcontractor)</p> <p><b>Procedures for Future Data Quality Assessments:</b> N/A</p>
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
<p><b>Data Analysis:</b> Analysis will be made with reference to the annual procurement plan and work plan.</p> <p><b>Presentation of Data:</b> Tables of infrastructure constructed, installed, or rehabilitated over time</p> <p><b>Review of Data:</b> As a part of the analysis, LWWSS Chief of Party, Program Manager, and Monitoring &amp; Evaluation Specialist will review the activity results with overall project goals and objectives.</p> <p><b>Reporting of Data:</b> Annual Performance Report data tables (included in Fourth Quarter reports)</p>
OTHER NOTES
<p><b>Notes on Baselines/Targets:</b> The starting point is zero. Targets for construction, rehabilitation and equipment procurement will be set in each annual work plan and/or procurement plan. The target for the Bebnine water network rehabilitation will be changed after the design phase of the activity is completed.</p> <p><b>Location of Data Storage:</b> Digital and hard copies maintained by LWWSS.</p> <p><b>Other Notes:</b> None</p>

THIS SHEET LAST UPDATED ON: 07/07/2014

**To avoid version control problems, enter the date of most recent revision to the reference sheet.**

## Indicator 8. Number of USG Assisted Water Reports or Studies Proposing Legal, Policy, and Institutional Measures or Procedures

Performance Indicator Reference Sheet
<b>Assistance Objective:</b> Increased water services for all in Lebanon. <b>Intermediate Result:</b> 3. Enhanced water governance. <b>Program Element:</b> Custom Indicator <b>Indicator:</b> Number of USG assisted water reports or studies proposing legal, policy, and institutional measures or procedures
DESCRIPTION
<b>Precise Definition(s):</b> In enhancing water governance, water reports, studies, analyses of existing plans and reports, master plans and supporting documents all assist in improving the management (governance) of the water establishment. A report or study (with analysis) may recommend organization change or procedural and practice change. In terms of the master plan, recommendations and action plans with estimated timelines will enhance water governance at the water establishments. A policy report with recommendations or studies with recommendations and proposed action plans must be significant enough to affect a whole division within the water establishment to be considered under this activity. The reports/studies that are counted under this indicator are: - Finance integration Strategy/Assessment (1) - MIS Strategy (1) - Functional Technical Requirements (2) - Water Quality Management studies (2) - Wastewater Assessment (1) - Master Plan (1) <b>Unit of Measure:</b> Number of reports, studies or policies and procedures developed or modified <b>Disaggregated by:</b> n/a <b>Justification/Management Utility:</b> This indicator demonstrates the advocacy level of USG assistance to promote water reforms.
PLAN FOR DATA ACQUISITION BY USAID
<b>Data Collection Method:</b> LWWSS staff will collect data from project and WE files <b>Method of Acquisition by LWWSS:</b> Review of project and WE files <b>Data Source(s):</b> Project and WE files <b>Frequency/Timing of Data Acquisition:</b> Semi-annual <b>Estimated Cost of Data Acquisition:</b> Low <b>Responsible Individual(s):</b> LWWSS Chief of Party and Program Manager
DATA QUALITY ISSUES
<b>Date of Initial Data Quality Assessment:</b> None <b>Known Data Limitations and Significance (if any):</b> None <b>Actions Taken or Planned to Address Data Limitations:</b> None <b>Date of Future Data Quality Assessments:</b> As per USAID request (conducted by USAID subcontractor) <b>Procedures for Future Data Quality Assessments:</b> N/A
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
<b>Data Analysis:</b> Review of the data will indicate the reform progress in institutional practices and policies as well as adherence to the approved work plan. <b>Presentation of Data:</b> Table listing the titles or reports or studies <b>Review of Data:</b> LWWSS Chief of Party, Program Manager, and Monitoring & Evaluation Specialist will review the data in preparation for analysis and reporting. <b>Reporting of Data:</b> Annual Performance Report data tables (included in Fourth Quarter reports)
OTHER NOTES
<b>Notes on Baselines/Targets:</b> Baseline is zero to indicate the impact of LWWSS over time. Project target data will coincide with approved work plans. <b>Location of Data Storage:</b> Digital and hard copies maintained by LWWSS <b>Other Notes:</b> None
THIS SHEET LAST UPDATED ON: 14/6/2013 <b>To avoid version control problems, enter the date of most recent revision to the reference sheet.</b>

## F. Summary Performance Data Table

Indicator/Unit of Measure	Disaggregation	BL Year Value	2010 Target	2010 Actual	2011 Target	2011 Actual	2012 Target	2012 Actual	2013 Target	2013 Actual	2014 Target	2014 Actual	2015 Target	2015 Actual	Cumulative
1. Number of people receiving improved service quality from existing improved drinking water sources (F) <sup>1</sup>	Gender <sup>2</sup>	0	Male 686,980 Female 715,275 Total- 1,402,000	Male 722,864 Female 752,369 Total- 1,475,233	Male 379,897 Female 395,403 Total- 775,300	Male 409,808 Female 426,535 Total- 836,343	Male 300,673 Female 312,946 Total- 613,619	Male 310,427 Female 323,098 Total- 633,525	Male 22,846 Female 23,779 Total- 46,625	Male 14,142.31 Female 14,719.54 Total- 28,861.85	Male 13,996.85 Female 14,568.15 Total- 28,565		Male 10,134 Female 10,547 Total- 20,681		Male 1,457,241 Female 1,516,722 Total – 2,973,963
2. Percent of water revenues collected by targeted water entities	WE	59.1 %	60%	62.5%	63%	63%	64%	63.84 % <sup>3</sup>	64%	<sup>4</sup> 64.08 %	65%		N/A	N/A	63.35%

• <sup>1</sup> Indicators 1, 4, and 6: People benefiting from multiple activities are only counted once. Cumulative values are also shown in the further column to the right.

<sup>2</sup> The CIA Factbook lists the ratio of male to female population in Lebanon as 49% male and 51% female.

<sup>3</sup> This figure reports collection rates of the 4 WEs. However, the information for NLWE is estimated.

<sup>4</sup> This number will not be available until Q2 of Y5, as the WE fiscal year ends on December 31.

Indicator/Unit of Measure	Disaggregation	BL Year Value	2010 Target	2010 Actual	2011 Target	2011 Actual	2012 Target	2012 Actual	2013 Target	2013 Actual	2014 Target	2014 Actual	2015 Target	2015 Actual	Cumulative
3. Number of training activities provided to staff from water entities as a result of USG assistance	WE	0	3	BML-1 SL-1 NL-1 B-0 Cross-WE-0  Total-3	6	BML-2 SL-1 NL-1 B-1 Cross-WE-1  Total-6	22	BML-8 SL-1 NL-1 B-11 Cross-WE-2  Total-23	12	BML-5 SL-3 N-2 B-3 Cross-WE-2  Total-15	19	BML- SL- 2 NL- 1 B- 2 Cross-WE-  Total-	2	BML- SL- NL- B- Cross-WE-  Total -	BML-16 SL- 8 NL-6 B- 17 Cross-WE-5  Total 52
4. Number Staff from Water Entities Trained as a Result of UGG Assistance	Gender	0	M-25 F-10  Total – 35	M-2 F-4  Total - 6	M-51 F-24  Total – 75	M-91 F-15  Total – 106	M-66 F-34  Total – 100	M-84 F-48  Total – 132	M- 38 F- 21  Total – 59	M- 160 F- 31  Total – 191 <sup>5</sup>	M- 105 F- 30  Total – 135	M-53 F-1  Total-54	M- 6 F- 0  Total – 6		M-390 F- 99  Total - 489
5. Number of management systems and plans used at water management entities as a result of USG assistance	WE	0	3	BML-3 SL-0 NL-0 B-0  Total-3	2	BML-1 SL-0 NL-0 B-2  Total-3	12	BML-5 SL-1 NL-1 B-7  Total-14	12	BML-2 SL-0 NL- B-4  Total-6	10	BML- SL- NL-1 B-  Total-1	N/A	N/A	BML-11 SL-1 NL-2 B-13  Total-27

<sup>5</sup> This number represents the number of “new” participants as per the PIRS. The total number of training participants for Year Four is: 293 (M=235; F=58).

Indicator/Unit of Measure	Disaggregation	BL Year Value	2010 Target	2010 Actual	2011 Target	2011 Actual	2012 Target	2012 Actual	2013 Target	2013 Actual	2014 Target	2014 Actual	2015 Target	2015 Actual	Cumulative
6. Number of water users receiving guidance on efficient water use	Gender	0	M-1,300 F-700 Total 2,000	0	M-1,300 F-700 Total 2,000	M-81,570 F-84,933 Total-166,503	M-70,453 F-73,328 Total 143,781	M-70,455 F-73,271 Total 143,726	M-1,250 F-1,250 Total-2,500	M-1,210 F-1,210 Total-2,420	N/A		N/A		M-152,025 F-158,204 Total-310,229
7. Number of functioning water facilities constructed or rehabilitated with USG assistance	Type	W-0	W-0	W-0	W-1	W-1	W-10	W-18	W-180	W-236	W-10	7	W-9		W - 262
8. Number of USG Assisted Water Reports or Studies Proposing Legal, Policy, and Institutional Measures or Procedures	N/A	0	1	2	1	2	1	2	1	1	1		N/A		7



## G. Breakdown of Targets for Years Four, Five, and Six

Indicator	2013 Targets	Year Four (2013) Activities	2013 Actual	2014 Targets	Year Five (2014) Activities	2015 Targets	Year Six (2015) Activities
1.Number of people receiving improved service quality from existing improved drinking water sources (F)	Male 22,846  Female 23,779  Total- 46,625	<p><u><b>Target Calculation Description</b></u></p> <p>Since the beneficiaries of the WEs were counted in previous years, only NEW subscribers will be counted as targets in Year 4. The increase in no. of subscribers from 2010 to 2011 will help set projections from year 2011 to 2012 and so on.</p> <p>The target calculations are based on the following project tions:</p> <p><b>BMLWE:</b> Nbre of subscribers Year 2011-subscribers Year 2010 = 399,555-392,357 = 7,198 Projection of new subscribers in 2012: 7,000 (* 3.75 avg. family size in Beirut =26,250)</p> <p><b>BWE:</b> Nbre of subscribers Year 2011 – subs. Year 2010 = 72,240 – 68,503 = 3,737 Projection of new subscribers in 2012: 2,500 (* 4.62=avg. family size in Beka'a =11,550)</p> <p><b>SLWE:</b> Nbre of subscribers Year 2011 – subs. Year 2010 = 142,702 – 139,913 = 2,789 Projection of new subscribers in 2012: 1,500 (* 4.3=avg. family size in South =6,450)</p> <p><b>NLWE:</b> Nbre of subscribers Year 2011 – subs. Year 2010 = 110,000-109,444 = 556 Projection of new subscribers in 2012: 500 (* 4.75=avg. family size in North =2,375)</p> <p><b>Target = 26,250 + 11,550 + 6,450 + 2,375 = 46,625</b></p>	Male 14,142.31  Female 14,719.54  Total- 28,861.85  Regarding BMLWE, Since the number of subscribers for 2013 had decreased from the Year 2012 as shown below due to cancellation of subscriptions, and considering that the number of subscribers has been counted in the past. It will not be counted again this year  <b>BMLWE:</b> Nbre of subscribers Year 2013-subscribers Year 2012 = 386,589-387,269 = (680)  <b>BWE:</b> Nbre of subscribers Year 2013 – subs. Year 2012 = 77,189 – 75,239 = 1,950 Estimated number of new subscribers in 2013: 1,950 * 4.62=avg. family size in Beka'a =9,009)	Male 13,996.85  Female 14,568.15  Total- 28,565	<p><u><b>Target Calculation Description</b></u></p> <p><b>Justification :</b> Initial target set for Zero as per the Y4 approved version. However, while there are several activities during year five that will improve service quality, the beneficiaries of these activities will not be counted, as they were already counted during years two, three, and four of the LWWSS program. Only new subscribers who will benefit from ongoing activities during Y5 in the 3WEs SLWE, NLWE, BWE will be counted in.</p> <p>The targets are estimated yearly based on the year's projected new subscriptions. Actual results are available as of Q2 ,the following year</p> <p><b>BWE:</b> Projection of new subscribers in 2014 based on 2013 figures: 2,000 (* 4.62=avg. family size in Beka'a =<b>9,240</b>)</p> <p><b>SLWE:</b> Projection of new subscribers in 2014 based on 2013 figures: 3500 * 4.3=avg. family size in South =<b>15,050</b>)</p> <p><b>NLWE:</b> Projection of new subscribers in 2014 based on 2013 figures: 900 (* 4.75=avg. family size in North =<b>4,275</b>)</p> <p><b>Target = 28,565</b></p> <p><b>Note :</b> This number will not be available until Q2 of Y6, as the WE fiscal year ends on December 31<sup>st</sup>. In the subsequent second quarter report, LWWSS will be able to report this metric for the end of year five.</p>	Male 10,134  Female 10,547  Total- 20,681	<p><u><b>Target Calculation Description</b></u></p> <p>1-Beit Mellat house connections: LWWSS will impact 1 village in the Beit Mellat region (Number of potential new subscribers in Bebnine = 4354 (*4.75) = 20,681 (household size is 4.75 based on CAS).</p> <p><b>Target = 20,681</b></p>

Indicator	2013 Targets	Year Four (2013) Activities	2013 Actual	2014 Targets	Year Five (2014) Activities	2015 Targets	Year Six (2015) Activities
		<p><b><u>Activities</u></b></p> <p>1- BMLWE - Jeita Pump Station Rehabilitation: Beneficiaries already counted in Y1 BMLWE business plan and MIS strategy.</p> <p>2-BWE - network maintenance and repair training: No beneficiaries are counted in the targets because they are already counted for O&amp;M pump station trainings in year two and chlorination installation and lab equipment upgrade in year three.</p> <p>3-BWE – O&amp;M PS training: Beneficiaries already counted (see notes under #2)</p> <p>4-BWE - Water quality management plan: Beneficiaries already counted</p> <p>5-BWE - Lab equipment upgrade: Beneficiaries already counted</p> <p>6-SLWE Source metering: No beneficiaries are counted in the targets because they are already counted in year three for the lab equipment upgrade.</p> <p>7-NLWE Generators: No beneficiaries are counted in the targets because they are already counted in year two for the O&amp;M pump station trainings.</p>	<p>SLWE: Nbre of subscribers Year 2013 – subs. Year 2012 = 150,711 – 147,149 = 3,562 Estimated number of new subscribers in 2013: 3,562* 4.3=avg. family size in South =15,316.6</p> <p>NLWE: Nbre of subscribers Year 2013 – subs. Year 2012 = 112,150- 111,195 = 556 Estimated number of new subscribers in 2012: 955(* 4.75=avg. family size in North =4,536.25) Actual = 9,009 + 15,316.6+ 4,536.25 = <b>28,861.85</b></p> <p><b>Notes:</b></p> <p>1. Actual number of subscribers became available as of Q2 of Y5.</p> <p>2. Number of Females to Males is estimated based on CAS 2008 publication F =51% M=49%</p>		<p><b><u>Activities</u></b></p> <p>1-BWE :Zahle network upgrade</p> <p>2- BWE Master Plan</p> <p>3-BWE: Admin Finance training</p> <p>4: BWE: ERP implementation</p> <p>5: BWE :Audit and Budget training</p> <p>6- SLWE- Financial Management and data reform (ERP)</p> <p>7-SLWE : Audit and Budget training</p> <p>8-NLWE: Launching of the website</p> <p>9-NLWE: Network training</p> <p>10-NLWE : Audit and budget training</p>		<p><b><u>Activities</u></b></p> <p>1-Beit Mellat network improvements - Bebnine</p> <p>2-SLWE pump station rehabilitation</p> <p>3-NLWE pump station rehabilitation</p> <p>4-5- NLWE Budget and Internal audit manuals</p>

Indicator	2013 Targets	Year Four (2013) Activities	2013 Actual	2014 Targets	Year Five (2014) Activities	2015 Targets	Year Six (2015) Activities
2. Percent of water revenues collected by targeted water entities	64%	<p>-The target for 2013 was previously 65%, but this was decreased to 64% upon learning that the actual for 2012 (which was only made available in November 2012) was 63.84%.</p> <p>-Note that a different number was shared in April 2013 (66.79%), and final numbers collected in October and November 2013 showed a lower rate.</p> <p>-Also note that the actual for 2013 will not be available until April 2014.</p> <p>This number will not be available until Q2 of Y5, as the WE fiscal year ends on December 31<sup>st</sup>. In the subsequent second quarter report, LWWSS will be able to report this metric for the end of year four.</p>	<p>64.08%</p> <p><b>Note :</b> <i>Information became available as of Q2 of Y5.</i></p>	65%	<p>- The target for 2014 was revised based on the 2012 actuals</p> <p><b>Note :</b> <i>This number will not be available until Q2 of Y6, as the WE fiscal year ends on December 31<sup>st</sup>. In the subsequent second quarter report, LWWSS will be able to report this metric for the end of year five.</i></p>	N/A	<p>It will be impossible to collect information for 2015 (year six), because the information only becomes available approximately 3 months after the close of the WE fiscal year, which is December 31<sup>st</sup>. LWWSS closes in April 2015</p> <p>Note that the infrastructure activities planned for years five and six are expected to lead to a substantial increase in subscriptions following completion of these projects. This increase in subscriptions, coupled with effective collection, will result in increased revenues to the WEs. However, these anticipated increases in subscriptions will only take place once the projects are completed and commissioned, i.e. after the completion of the LWWSS program. As such, they cannot be captured in the targets for years five and six of this PMP and thus the targeted increase for these years remains modest.</p>

[illegible]

Indicator	2013 Targets	Year Four (2013) Activities	2013 Actual	2014 Targets	Year Five (2014) Activities	2015 Targets	Year Six (2015) Activities
4. Number Staff from Water Entities Trained as a Result of UGG Assistance	M- 38 F- 21  Total – 59	An estimate was made using the above trainings as a guide. Note that not all participants are included in the targets because many of them have already been trained in years two and three and four.	191  M-160 F-31  Only staff who were trained for the first time were considered.  BMLWE-Advanced IT: 2F, 2M BMLWE - ERP billing & collection: 1 M BMLWE- Cost tariff analysis: 1F BMLWE Jeita O&M: 8M  BWE - Pump station O&M: 14 M  NLWE -Public finance management: 16 M, 10F NLWE- Internal audit: 1 F  SLWE- Source metering: 77M, 1F SLWE- O&M: 35M, 2F SLWE GIS: 4M, 13F  Cross WE: Study tour morocco: 3M, 1F	M- 105 F- 30  Total – 135	<b>Note:</b>  <i>New training activities, introduced in Y5, will be taking place; consequently the number of staff trained will be higher than previously anticipated. Target updated to reflect the change.</i>	M- 6 F- 0  Total – 6	An estimate was made of participants for pump station trainings in South Lebanon (Two technicians from each of the Two pump stations that were rehabilitated).

Indicator	2013 Targets	Year Four (2013) Activities	2013 Actual	2014 Targets	Year Five (2014) Activities	2015 Targets	Year Six (2015) Activities
5. Number of management systems and plans used at water management entities as a result of USG assistance	12	<p>1-BWE - Water Quality Management Plan (also counted under indicator 8)</p> <p>2 -BWE ERP - SharePoint system</p> <p>3- BWE ERP - Billing &amp; Collection module</p> <p>4- BWE ERP - CRM system</p> <p>5- BMLWE ERP - Warehouse (stock, inventory) system</p> <p>6- BMLWE ERP - CRM system</p> <p>7- BMLWE ERP - SharePoint system</p> <p>8-BMLWE ERP - Billing &amp; Collection module</p> <p>9-NLWE - internal audit manual</p> <p>10-BMLWE - cost tariff model</p> <p>11-BMLWE - budgeting manual</p> <p>12- BWE – ERP Document and Registry</p> <p>13- BML – ERP Document and Registry</p> <p>(Note: Not all planned management systems and plans were counted in order to take into account contingency factor.)</p>	<p>6</p> <p>The 6 management plans counted as implemented in Year Four are those which have reports generated from the WE indicating their use. These are:</p> <p>1-BWE ERP modules: SharePoint;</p> <p>2-6 BMLWE ERP - Warehouse; accounting, Budget, purchasing , documentation and Registry</p>	10	<p>1-BWE Master Plan</p> <p>1- 10: SLWE – ERP Functional Technical Requirements ; Billing and Collection; CRM; Inventory; Budget; Finance; Payroll; Purchasing; SharePoint; Document Registry; HR.</p> <p>11- NLWE Website</p> <p>BWE : Internal Audit Manual, Budget Manual BMLWE :Internal Audit</p> <p>-SLWE source metering strategy/protocol SLWE-GIS application</p> <p>Note : Only plans and systems implemented by the WEs will be counted in the results.</p>	N/A	N/A
6. Number of water users receiving guidance on efficient water use	<p>M-1,250</p> <p>F-1,250</p> <p>Total-2,500</p>	<p>1-Water awareness and conservation calendars – to be distributed to all WEs: Estimate is based on how many calendars will be printed and distributed to subscribers.</p>	<p>2,420</p> <p>1-Water awareness and conservation calendars – distributed to all WEs:</p>	N/A	<p>The last two years of the program do not include technical assistance activities that contribute to outreach the population on matters of water conservation. Therefore, the performance target under this indicator for year five is zero.</p>	N/A	<p>The last two years of the program do not include technical assistance activities that contribute to outreaching the population on matters of water conservation. Therefore, the performance target under this indicator for year six is zero.</p>

Indicator	2013 Targets	Year Four (2013) Activities	2013 Actual	2014 Targets	Year Five (2014) Activities	2015 Targets	Year Six (2015) Activities
7. Number of functioning water and wastewater facilities constructed or rehabilitated with USG assistance	W-180	<p>1-BMLWE - Jeita Rehabilitation (x1 pump station)</p> <p>2-BWE - Lab equipment upgrade/Lab rehabilitation (x1 Laboratory)</p> <p>3- NLWE - Generators (x8 pump stations)</p> <p>4-SLWE - Source metering (x185 sites where meters would be installed)</p> <p>(Note: Not all planned construction and rehabilitation activities were counted in order to take into account contingency factor.)</p>	<p>236</p> <p>1-BMLWE - Jeita Rehabilitation (x1 pump station)</p> <p>2-BWE - Lab equipment upgrade/Lab rehabilitation (x1 Laboratory)</p> <p>3- NLWE - Generators (x8 pump stations)</p> <p>4-SLWE - Source metering: 215 sites where meters were installed/ rehabilitated (This number has increased based on the fluctuations in SLWE needs, as foreseen in the Y4 workplan).</p>	W-10	<p>1-BWE - Zahle network upgrade ( x7 network sectors)</p> <p>The network sectors are: Mar Elias, Haouche el Oumara, Maalaka, Rassieh, Karak-Forzol, Midan (initial scope). The extended scope includes an extension in 2 sectors, and the introduction of a new sector: Dhour Zahleh.</p> <p>3-NLWE pump station rehabilitation (x 6 locations):</p> <ul style="list-style-type: none"> <li>•Tripoli area (x2 locations)</li> <li>-Abou Halqa spring ,Manar tank</li> <li>•Qobayyat:- Kfartoun (x1location)</li> <li>•Batroun (x2 locations)</li> <li>-Kfarhelda - Der Bella station Mar Yaacoub:)</li> <li>•Halba (x1 location)</li> <li>-Al Ouyoun</li> </ul> <p><b>Notes :</b></p> <p>Target was set for 10 assuming that the NLWE pump replacement would be completed in Y5. However, as a result of the delays in implementation target will be fully achieved in Y6.</p>	W- 09	<p>1-NLWE - Beit Mellat network improvement (x7 village network = Bebnine)</p> <ol style="list-style-type: none"> <li>1. Abda+Boubla</li> <li>2. Sabsabi</li> <li>3. Al Rifai</li> <li>4. Rawda</li> <li>5. East District</li> <li>6. Al Hariaa</li> <li>7. Al Ain &amp; Raya</li> </ol> <p>2-SLWE – Pump station rehabilitation (x2 pump stations) Batoulay and Ouadi Jilo</p> <p><b>Notes :</b></p> <p>Target was revised to take into consideration the division of Bebnine into 7 areas and for a more consistent</p>
8. Number of USG Assisted Water Reports or Studies Proposing Legal, Policy, and Institutional Measures or Procedures	1	1-BWE - Water Quality Management (also counted under indicator 5)	1-BWE - Water Quality Management	1	<p>1-BWE Master Plan</p> <p>SLWE Functional Technical Requirements - as a pre-requisite to the ERP platform</p> <p>SLWE source metering strategy/protocol</p> <p><b>Note :</b></p> <p>It is expected other reports/studies/ measures or procedures will be produced : Metering strategy, Audit manual, Budget manual. The target however will not be revised but rather these additions will be reflected in the actual results.</p>	N/A	The last year of the program does not include technical assistance activities that contribute to development and adoption of water reports or studies proposing legal, policy, and institutional measures or procedures.